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14 JUL 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT : Revised FY 1974 Staff Position Allocation

REFERENCE : (a) DD/M&S 73-2749, same subject
dtd. 9 July 1973

(b) Memorandum For: DD/M&S from D/F,
Subject: Revised FY 1974 Staff
Allocations, dtd. 30 April 1973

(c) Memorandum For: DD/M&S from AD/F,
Subject: Tentative FY 1974 and
FY 1975 Staff Ceiling and Fund
Authorizations for Office of Finance,
dtd. 12 July 1973

1. In accordance with your request, we have reexamined our current staffing allocation for the purpose of identifying further reductions.

2. On the basis of the workload requirements contemplated for FY 1974 and 1975 based on the several assumptions discussed in reference (b), we believe no further reductions should be made. It is relevant in this connection to again note the fact as discussed in reference (c) that the current allocation of [redacted] positions includes no provision for the function of supplying people to keep rotational pipelines full and to provide required TDY assistance to components outside the Office of Finance.

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3. We have previously eliminated deputy and assistant chief positions which are not full time "working deputies," at the Division and Staff level as well as at the Branch or Section level within the Divisions. Each incumbent of a deputy or assistant chief position in the Office of Finance has clearly assigned functions for which he is individually responsible.

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[redacted]
Acting Director of Finance

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DD/M&S 73-2749

9 JUL 1973

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Joint Computer Support
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Planning, Programming & Budgeting
Director of Security
Director of Training
Commanding Officer, [REDACTED]

STATINTL

SUBJECT : Revised FY 1974 Staff Position Allocation

1. The revised FY 1974 staff position allocation for the Management and Services Directorate was established by the Director of Central Intelligence at [REDACTED]. Reductions you have identified thus far leave us [REDACTED] positions short of that target. We have been granted tentative relief of [REDACTED] positions, leaving a remainder of [REDACTED] positions which still must be identified for elimination.

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2. You are requested to examine again your staffing allocations with the view toward identifying further reductions. I suggest that you give particular attention to the deputy and assistant chief positions and seriously consider eliminating all of those which are not full time "working deputies".

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3. Until we have a final resolution of the FY 1974 position allocation for the Management and Services Directorate, I consider it necessary to defer hiring any new employees. Accordingly, no new employees will be entered on duty until further notice.

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[REDACTED]
HAROLD L. BROWMAN
Deputy Director
for
Management and Services

30 APR 1973

MEMORANDUM FOR: Deputy Director for Management & Services
SUBJECT : Revised FY 1974 Staff Personnel Allocations
REFERENCE : Memo for DDM&S from D/PPB, dtd 10 Apr 73,
same subject

1. As a preliminary step to the development of plans for restructuring our program for 1974 and 1975 as contemplated by reference, I have made several basic assumptions as set forth in paragraph 2 below. On the basis of these assumptions, I asked each Division and Staff Chief to bring to my attention any activity or function that might be considered marginal, duplicative or could be more effectively accomplished by transfer to another component or by consolidation with any other ongoing activity.

2. The basic assumptions which I considered relevant for the purpose of our review of program plans for 1974 and 1975 follow:

a. No changes in terms of centralization versus decentralization of activities:

- (1) DDO will continue to be responsible for the finance positions required for the decentralized financial certification, budget preparation, budget execution, Class B field station accountings and other finance support functions as at present.
- (2) The decentralized compartmentalized financial unit now situated within OSA will remain within that office or another DD/S&T office.

SUBJECT: Revised FY 1974 Staff Personnel Allocations

- b. No productivity savings through enhanced computer applications other than the revised payroll system within the 1974 and 1975 time frame. It is currently expected we will save five clerical positions when the new payroll system is operating smoothly.

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- d. Industrial contracts will continue at present or slightly higher levels. Thus there will be no alleviation of related work loads in the Commercial Systems and Audit Division or in the Certification and Liaison Division. CSAD's work load will increase by one or two man years as a result of auditing for compliance with requirements of the Cost Accounting Standards Board and the Truth in Negotiations Act.

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- e. Travel vouchers will continue at present levels. It is anticipated that increases resulting from [REDACTED] the increase in travel requirements usually associated with personnel cut backs in the field will at least offset travel that would have been performed by separated employees.

3. In conjunction with current and earlier discussions concerning our 1974 and 1975 program plans, we have also given careful attention to our organizational alignment to be certain that it is as effective as we can devise. In this light we have made or are initiating minor organizational adjustments within and between Divisions and Staffs to improve productivity or to more closely associate related functions as follows:

- a. Transfer the Registry Unit and the Records Administrative Officer from the Office of the Director to the Accounts Division.

SUBJECT: Revised FY 1974 Staff Personnel Allocations

- b. Realign functions within the Compensation and Tax Division to capitalize on productivity improvement opportunities anticipated from implementation of the revised payroll systems.
- c. Transfer four positions out of the Planning Staff -- one secretarial position to the Analysis Staff which until now has been sharing a secretary with the Assistant Director for Liaison; one position for the reconciliation of [REDACTED] bank accounts and the periodic verification of Monetary Division cash and commodity assets to the Accounts Division; two positions to start a T/O for the RTT Cadre. This will reduce the professional positions of the Planning Staff to five. In order for this Staff to perform the functions for which it is responsible, it will be necessary to keep these positions filled with well qualified personnel, and to detail additional help from time to time on an as available basis.
- d. Transfer the function (two positions) for processing advances, reimbursements and billings to and from other Government agencies from the Certification and Liaison Division to the Assistant Director for Liaison. This centralizes in one component all of the functions relating to liaison with other Government agencies.
- e. Transfer the record keeping function (one position) for devised payroll facilities from the Commercial Systems and Audit Division to the [REDACTED] located in Central Cover Staff at Headquarters. This will improve efficiency by eliminating the paper shuffling which has heretofore been required between the two offices.

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SUBJECT: Revised FY 1974 Staff Personnel Allocations

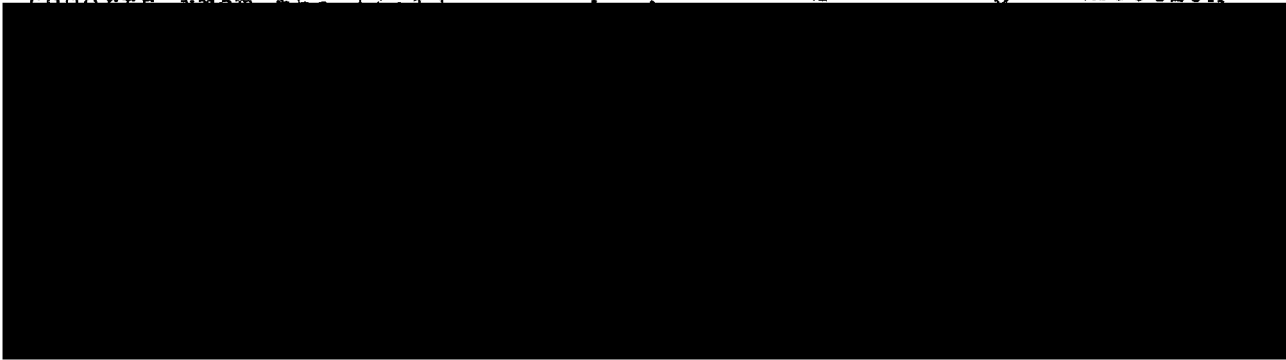
4. We see no economy in further combinations of existing Divisions and Staffs. We believe it is desirable to continue the Analysis Staff function as a basis for our participation with SIPS on a high priority basis to assure development and implementation of enhanced computer applications at the earliest feasible date. All of our Divisions and Staffs are currently organized without formally designated deputies except for the Compensation and Tax Division and the Monetary Division; in each case the deputy is a working deputy with clearly assigned functions for which he is directly responsible. Our present organizational alignment separates the basic functions of accounting (Accounts Division), certification and audit (Commercial Systems and Audit and Certification and Liaison Divisions), disbursing (Monetary Division) and payrolling (Compensation and Tax Division). We believe the integrity of fiscal controls is enhanced by the checks and balances which are afforded by these separations of functions. We stress this point in relation to the uniqueness of the Agency posture in relation to the checks and balances to which other Government agencies are subjected. The Agency Audit Staff is generally regarded as serving the role normally reserved to the General Accounting Office. Other agencies, however, typically have established formal internal audit programs which are independent both of organizational entities responsible for operations and the General Accounting Office. GAO does of course in making its audits give due consideration to the scope and findings of the internal audit program. The absence of a formal internal audit program in this Agency places an added element of responsibility on the Office of Finance as well as on the Audit Staff for the ongoing integrity of policies and procedures and for the manner in which they are executed.

5. On the basis of my discussions with Division and Staff Chiefs about 1974 and 1975 plans giving consideration to the assumptions in paragraph 2, I have concluded that the efforts of all concerned are targeted almost entirely on our centralized accounting, certification and audit, disbursing and payrolling functions which are in direct support of Agency objectives. The principal fall out of any significance from this review in terms

SUBJECT: Revised FY 1974 Staff Personnel Allocations

of marginal functions is the Voluntary Investment Plan. It is estimated that the current level of support for this program by the Office of Finance alone aggregates to at least two man years per annum. Although it is not the purpose of this paper to make a formal evaluation of the pros and cons for the program, it does seem that the aggregate administrative costs to the Agency are running relatively high when considered against benefit to employees (about 20 percent participation). VIP is a relatively new program that has been treated throughout its development as a priority requirement. No new positions were provided for the activity and it was apparent in our discussions that the manpower assigned to this effort has been partially at the expense of other work which remains to be done.

6. As a matter of general interest, we have also determined that an aggregate of at least one man year per annum is consumed in supporting the Credit Union (processing collection reports from the field).



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7. The aggregate number of positions required for the support of our centralized accounting, certification and audit, disbursing and payrolling functions is governed principally by work load factors beyond our control (e.g., numbers of travel vouchers, invoices, contracts, proprietaries, accountings, and number and categories of employees to be paid). The number of positions required to supply people to staff finance positions outside the Office of Finance is also outside our control; such number relates principally to the number of such positions, their geographical location, as well as to underlap/overlap considerations and training requirements.

SUBJECT: Revised FY 1974 Staff Personnel Allocations

8. In summary although we anticipate some savings from the automated payroll, the balance of reductions that may be required during FY 1974 and FY 1975 will be by belt tightening rather than by elimination of functions or by automation. As indicated to you in recent discussions about our FY 1975 program submission, we have hoped that we may be authorized to use some portion of positions otherwise to be eliminated for the establishment of the RTT Cadre. The establishment of positions for that function would, as we explained to you, provide a businesslike solution to a problem which has been handled heretofore by ad hoc recognition of there being a justification for an over-ceiling posture in the SF Career Service.

(signed) Thomas B. Yale

Thomas B. Yale
Director of Finance

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HN [REDACTED]:dcd (4/30/73)

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FY 1974 Planning

Approved For Release 2000/08/15 : CIA-RDP80-01341A000100090020-9

10 JUL 1973

MEMORANDUM FOR: Deputy Director for Management and Services
THROUGH : Chief, Plans Staff, DD/M&S
SUBJECT : Tentative FY 1974 and FY 1975 Staff Ceiling
and Fund Authorizations for Office of Finance
REFERENCES : (a) Form 237, Official Routing Slip, from
Chief, Plans Staff/DDM&S, dtd.
5 July 1973
(b) Memorandum for DDS from Director of
Finance, Subj: SF Career Service
Management, dtd. 5 March 1973

1. I believe a reclama is in order in respect to the FY 1974 and FY 1975 staff ceiling and fund authorizations transmitted by reference (a).

2. Briefly stated, the positions and funds allowed make no provision for the function of supplying people to keep rotational pipelines full and to provide required TDY assistance to components outside the Office of Finance, (e.g., at the present time there are eight (8) finance careerists in TDY status). Our requirements in this respect were fully documented in reference (b) and have been the subject of discussions with you which led to an earlier tentative approval for an RTT complement of five (5) positions in FY 1974 as a start toward satisfying these requirements.

3. We understand the difficulty in the current climate of creating positions for a purpose not heretofore recognized. We consider it of paramount importance, however, that we not lose sight of the basic people requirement over and above people needed to staff positions inside the Office of Finance. As previously discussed, an alternative to creating positions for this purpose is for there to be a tacit understanding that until such positions can be established, we be allowed to be in an overceiling posture to the requisite extent. In accommodation of such an understanding, we should be allowed funds for an overceiling

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SUBJECT: Tentative FY 1974 and FY 1975 Staff Ceiling and
Fund Authorizations for Office of Finance

stance in personnel. The FY 1974 proposed average employment estimate and funds authorization are considered acceptable in this respect. We believe, however, the FY 1975 average employment estimate and funds authorization should be increased by eight (8) man years and by \$80,000, respectively, to accommodate our overceiling requirements in that year.

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Acting Director of Finance

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O/Finance/:scb (10 July 1973)

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DD/M&S 73-2320

18 JUN 1973

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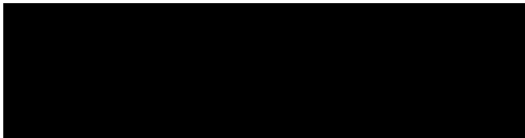
MEMORANDUM FOR: Director of Finance

SUBJECT : FY 1974 Personnel Allocation

REFERENCE : Memo dtd 18 May 73 to D/Fin from DD/M&S,
same subject (DD/M&S 73-1966)

We have completed our review of the Management and Services Office proposals for reducing their strength in FY 1974, and we find that we are 91 positions short of our goal. Under the circumstances it would seem impractical for you to establish an RTT Cadre this year. Even if we eliminate the five positions tentatively allocated for your RTT Cadre, we will still be 86 positions short. Consequently, I have addressed a separate memorandum to each of the Office Directors asking for a projection of staffing complement and career service strength through FY 1974. If, in the course of that review, you identify any additional positions that might be considered for elimination, I would expect that you would identify them.

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HAROLD L. BROWNMAN
Deputy Director
for
Management and Services

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DD/S 73-0404

2 FEB 1973

MEMORANDUM FOR: Director of Communications
Director of Finance ✓
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training
Chief, Support Services Staff

SUBJECT : Personnel Reductions for FY 1974

REFERENCE : Multiple adse memo dtd 16 Jan 73 fr Chief, DD/S
Plans Staff, subj: FY 1974 Congressional Budget
Control Figures (DD/S 73-0168)

1. In referent memorandum, we provided Office personnel ceilings as approved for the FY 1974 Congressional Budget.

2. Revised staffing complements to reflect the FY 1974 year-end ceiling should be prepared for your Office and submitted to the Office of Personnel not later than 15 May 1973. This will allow us to begin FY 1974 with a current position structure and clearly identified component ceiling goals to be reached by 30 June 1974. It is expected that reduced component staffing complements will be established at levels that will result in an Office average grade no higher than currently authorized. Exceptions will be considered only when strong justification is presented. No change in FY 1973 ceiling levels is required but you are urged to reduce on-duty strength as quickly as possible to minimize the impact on FY 1974 activities.

3. I plan for the adjustments to Directorate supergrade positions called for by the Executive Director-Comptroller's 14 December 1972 memorandum to be included in the revised staffing complements to be submitted in May 1973.

SUBJECT TO GENERAL DECLASSIFICATION SCHEDULE
OF E. O. 11652, AUTOMATICALLY DOWNGRADED AT
TWO YEAR INTERVALS AND DECLASSIFIED ON

December 1979.....
(Insert date or event)

-2-

4. Our objective of reaching reduced personnel ceilings by 30 June 1974 with minimum disruption of activities is a challenging one that will require thoughtful effort by each Office Director and senior managers in general. As in past years, most of the reduction in ceiling will be achieved through attrition and controlled entry on duty of new employees. It is important, therefore, that recruitment plans be carefully developed to fill vacancies when critical skills are required and to provide for junior personnel essential to the long-range vitality of the Agency.

5. After submission of new staffing complements in May 1973 and preparation of recruitment plans, all components and Career Services should compare projected attrition and essential personnel gains and at least tentatively identify numbers and, if possible, individuals whom they may be unable to accommodate after 30 June 1974. This exercise should be completed not later than 22 June 1973 and a report made to the Deputy Director for Support for submission to the Executive Director-Comptroller.

6. The hiring and promotion freeze imposed on the Agency has been removed. Promotions will, of course, be limited to the extent allowed by your Career Service Grade Authorizations. In addition, it is essential that your new hires and promotion rates be at levels that can be accommodated within the funds provided in your FY 1973 and FY 1974 budgets.

OK
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[Signature]

[Redacted Signature]

John W. Coffey
Deputy Director
for Support

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